

myFUTURENC

myFutureNC STRATEGIC PLAN

2020-2022



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Letter from the President/CEO and Board Chair

Dear Friends,

Our three-year strategic plan leverages the complete work of the myFutureNC Commission over the two to three year time period, where research and critical input ultimately led to our vision and goal for educational attainment. This included the efforts of the myFutureNC Board Members and their teams, myFutureNC Commissioners, Subject Matter Experts, and countless North Carolinians who spent tireless hours investing in the work that allowed us to expedite this strategic planning process.

This multi-year initiative resulted in myFutureNC's Call-to-Action report, which serves as the foundation for this Strategic Plan. The Call-to-Action report highlights the five key strands of work that you will see reflected in this Plan as our strategic responsibilities. We believe that myFutureNC can make the most impact in these areas, and ultimately move our state toward our goal of 2 million individuals between the ages of 25-44 holding a high-quality credential or postsecondary degree by 2030.

As part of the process, our team used the last several months to gather input from a working group and other key stakeholders. As we moved through the process, some important themes emerged. We wanted to illuminate those themes and they are expressed in both our vision and our values. First, the strategies employed must place value on the alignment between our education systems and the labor market. And equally important, the strategies must value upward mobility and economic prosperity opportunities for all North Carolinians.

In addition to these values, the Plan identifies three organizational goals for myFutureNC: (1) A shared vision for attainment in North Carolina, (2) Alignment across local, regional, and state actions to improve postsecondary readiness, access, and completion, and (3) Alignment of educational attainment efforts with North Carolina's labor market.

The urgency of our work has only been elevated by the recent pandemic and subsequent economic downturn, but we remain confident that our long-term strategies will be effective towards reaching our goal. We see educational attainment as both a short-term recovery strategy but also a long-term measure to ensure our citizens have the required skills and education to navigate a fluctuating economy moving forward. Postsecondary education is the path forward for post-COVID recovery.

Thank you for your leadership, your partnership, and all you are doing to advance this critical work. We look forward to working closely with you to ensure students in our great state are prepared for a successful future.

Sincerely yours,

Cecilia Holden

President and CEO

Dale Jenkins

Board Chair

Introduction

History of myFutureNC

In January 2017, MC Belk Pilon, President and Board Chair of the John M. Belk Endowment, and Margaret Spellings, then-President of the University of North Carolina System, recognized that their organizations' strategic priorities aligned in a powerful way that could lead to transformational change for North Carolina and its citizens.

Both organizations were identifying strategies to increase postsecondary attainment and improve access for students from disadvantaged backgrounds. For the future of North Carolina, they determined it was essential to set an ambitious target for postsecondary attainment in the state, identify places in the education pipeline where students are lost and encourage leaders from across the education continuum to collectively advocate for solutions. But this could only be achieved with the input and expertise of North Carolina's leaders.

With support from the John M. Belk Endowment, Goodnight Educational Foundation and the Bill & Melinda Gates Foundation, the group began to reach out to North Carolina's thought leaders in education, business, faith-based and nonprofit communities, and representatives from the North Carolina General Assembly and the Governor's Office. Together, these leaders became the myFutureNC Commission and launched a statewide conversation about economic competitiveness, workforce development and educational attainment.

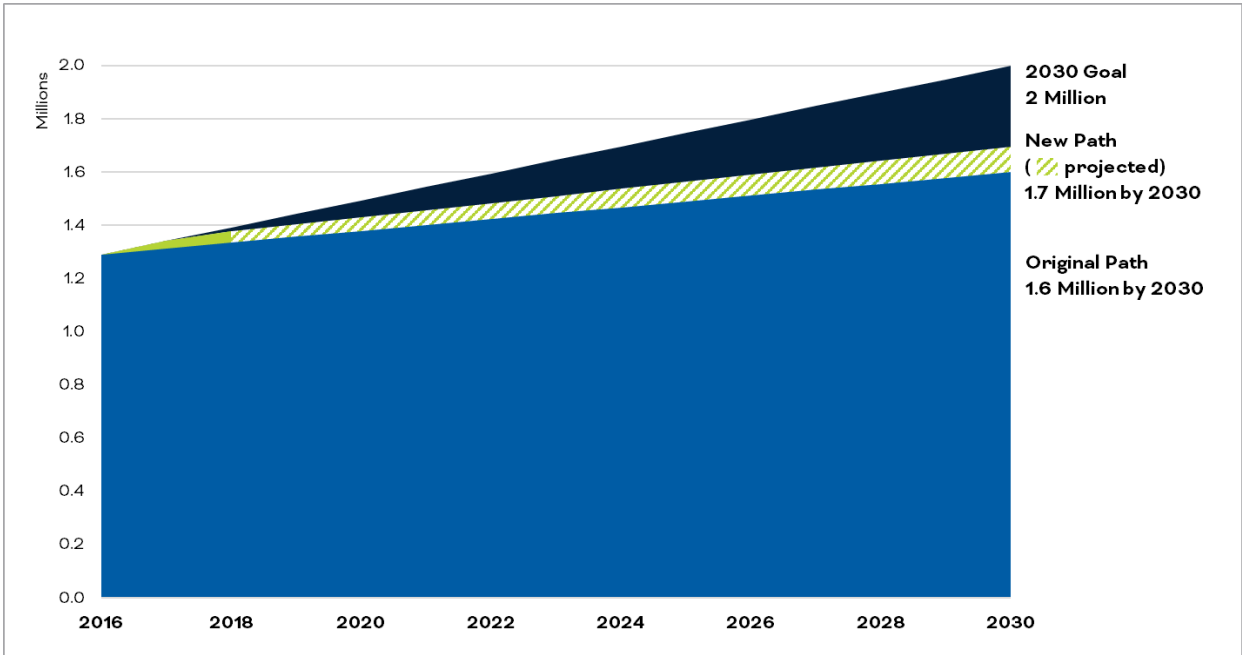
The commission worked throughout its first year to conduct research and collect input from experts across the state to develop a vision—from preschool through postsecondary education and the workforce—for a stronger and more competitive North Carolina. Between November 2017 and December 2018, the full commission convened five times in different locations across the state. Over the same period, in-state and national subject-matter experts in P-12 education, postsecondary education and workforce, along with many other myFutureNC partners, produced multiple policy briefs and fact sheets, conducted nine listening sessions across the state, commissioned a statewide Gallup survey and created a webinar series, all with the goal of building a comprehensive plan, benchmarked against best practices nationwide, that promotes lifelong learning for all North Carolinians.

This multi-year collective initiative resulted in myFutureNC's Call-to-Action report, released February 20, 2019, and the official launch of North Carolina's postsecondary attainment goal. On June 26, 2019, this goal was codified into law with bipartisan support and the signature of the Governor through [House Bill 664/S.L. 2019-55](#). With momentum building around myFutureNC and the statewide attainment goal, the organization transitioned from a commission to a nonprofit organization during the summer of 2019, with the official IRS 501(c)(3) status being granted in November of 2019. As a nonprofit organization, myFutureNC builds on the work of the myFutureNC Commission and the Call-to-Action Report to move the goal into action, working more effectively across the business, education and workforce sectors to realize the bold attainment goal.

myFutureNC State Attainment Goal

By 2030, two million North Carolinians between the ages of 25 and 44 with a high-quality credential or postsecondary degree.

Updated projections from 2019 indicate that North Carolina’s new projected path puts the state at approximately 1.7 million degrees or credentials by 2030 – 300,000 short of the goal.



Strategic Plan Goals

- Clearly communicate myFutureNC’s vision and purpose as a new nonprofit that builds from the Call to Action.
- Articulate the organization’s strategic goals, responsibilities, and actions, emphasizing their position within North Carolina’s education landscape.
- Identify and formalize the organization’s operational procedures and capacity.

Vision, Values and Statement of Purpose

Vision

Create a stronger, economically competitive and prosperous North Carolina with an opportunity for all.

Values

- Education attainment that meets the current and future demands of business and industry
- Upward mobility and economic prosperity opportunities for all North Carolinians regardless of socioeconomic status, race, ethnicity, age, disability, or gender.

Statement of Purpose

myFutureNC promotes a shared vision for an education-through-workforce continuum across North Carolina—from early childhood through adulthood—and aligns and coordinates local, regional, and state actions that will dramatically increase attainment of valuable credentials and postsecondary degrees. Our work is guided by meeting or exceeding a goal of two million North Carolinians between the ages of 25-44 to hold valuable, high-quality credentials and postsecondary degrees by 2030 that will lead to a stronger, more competitive, and prosperous North Carolina for all.

Organizational Goals, Metrics of Success, Strategic Responsibilities, and Actions

Three organizational goals were identified that build on myFutureNC's core values and that will help the organization achieve its vision of a stronger, economically competitive and prosperous North Carolina with opportunity for all. As an organization, we have developed metrics of success aligned with each goal.

A. A Shared Vision for Attainment in NC: All stakeholders share a vision for collective ownership of, and accountability for education across North Carolina—from early childhood through adulthood. (*Shared vision for lifelong education*).

Metrics of Success:

1. Increase in the number of partners integrating attainment strategies into their own strategic priorities. [Action 1.1]
2. Increase in the number of key state-level and local-level partner-organizations to endorse the state attainment goal. [Action 2.1]
3. Number of cross-sector priorities being considered, filed, or introduced in statute or policy; or included in the State budget, legislative budget requests, or public and private cross-sector partner budgets. [Action 2.2]

Target Outcome: Improved public perception about attainment as measured by poll of North Carolinians (i.e., Elon, REACH NC, Gallup/Strada Education Consumer Insights) [Action 1.1]

Metric	Dec 2020	Dec 2021	Dec 2022
Attainment or Transition to Workforce as Strategic Priority for Partners	4	+5	+5
Partner Endorsements	74	+20	+20
Bills/Policies/Budgets	0	2	4
<i>Outcome:</i> Public Perception Survey Items	Baseline	TBD	TBD

B. Postsecondary Readiness, Access & Completion: There is alignment across local, regional, and state actions that will dramatically increase attainment of valuable credentials and postsecondary degrees. (*Coordinated focus on attainment*).

Metrics of Success:

1. Increase number of comprehensive cross-sector attainment-focused campaigns
2. Improve implementation of state-level cross-sector initiatives targeting readiness, access, and completion (e.g. CCRG Rollout, FAFSA Data Sharing Agreements, Career Coaches/Counselors) [Action 2.1]
3. Increase in number of exemplar attainment-focused initiatives identified at the local level [Action 3.1]
4. Increase in number of evidence-based attainment-focused initiatives identified for the North Carolina context [Action 4.1]

5. Increase in number of cross-sector, attainment-focused grant investments/donations coming from public dollars and philanthropic or private sources. [Action 2.3]

Target Outcome: Increase in number of students and adult learners entering and completing postsecondary credentials or degrees

Metric	Dec 2020	Dec 2021	Dec 2022
Number of Attainment Campaigns	1	+1	+1
Improved Implementation Indicators	2	+4	+4
Local Exemplar Attainment Initiatives	8	+16	+24
Evidence-based Attainment Initiatives	0	+5	+10
Grants Awarded	1	+3	+5
<i>Outcome:</i> Postsecondary Completions (2030 Goal: 66%)	59%	60%	61%

C. Education & Labor Market Alignment: North Carolina's educational attainment efforts align directly with North Carolina's talent needs and industry trends. (*Alignment between attainment and talent needs*).

Metrics of Success:

1. Increase in number attainment-focused initiatives at the local, regional, and state level that include business/industry representatives
2. Increase in number of business/industry respondents who indicate NC postsecondary attainment efforts align with talent and industry needs (NC Commerce Employer Survey/RTI-Chamber Survey)
3. Improve implementation and alignment of state-level cross-sector initiatives targeting workforce credentials and training programs (e.g. NC Workforce Credentials) [Action 2.1]

Target Outcome: Increase percentage of postsecondary degrees and credentials conferred by NC institutions that are aligned with labor market needs.

Metric	Dec 2020	Dec 2021	Dec 2022
Business/Industry representatives	Baseline	+10%	+10%
Employer Survey	NA	Baseline	+5%
NC Workforce Credentials	Baseline	TBD	TBD
<i>Outcome:</i> Labor Market Supply & Demand Percent Alignment (2030 Goal: TBD)	82%	84%	86%

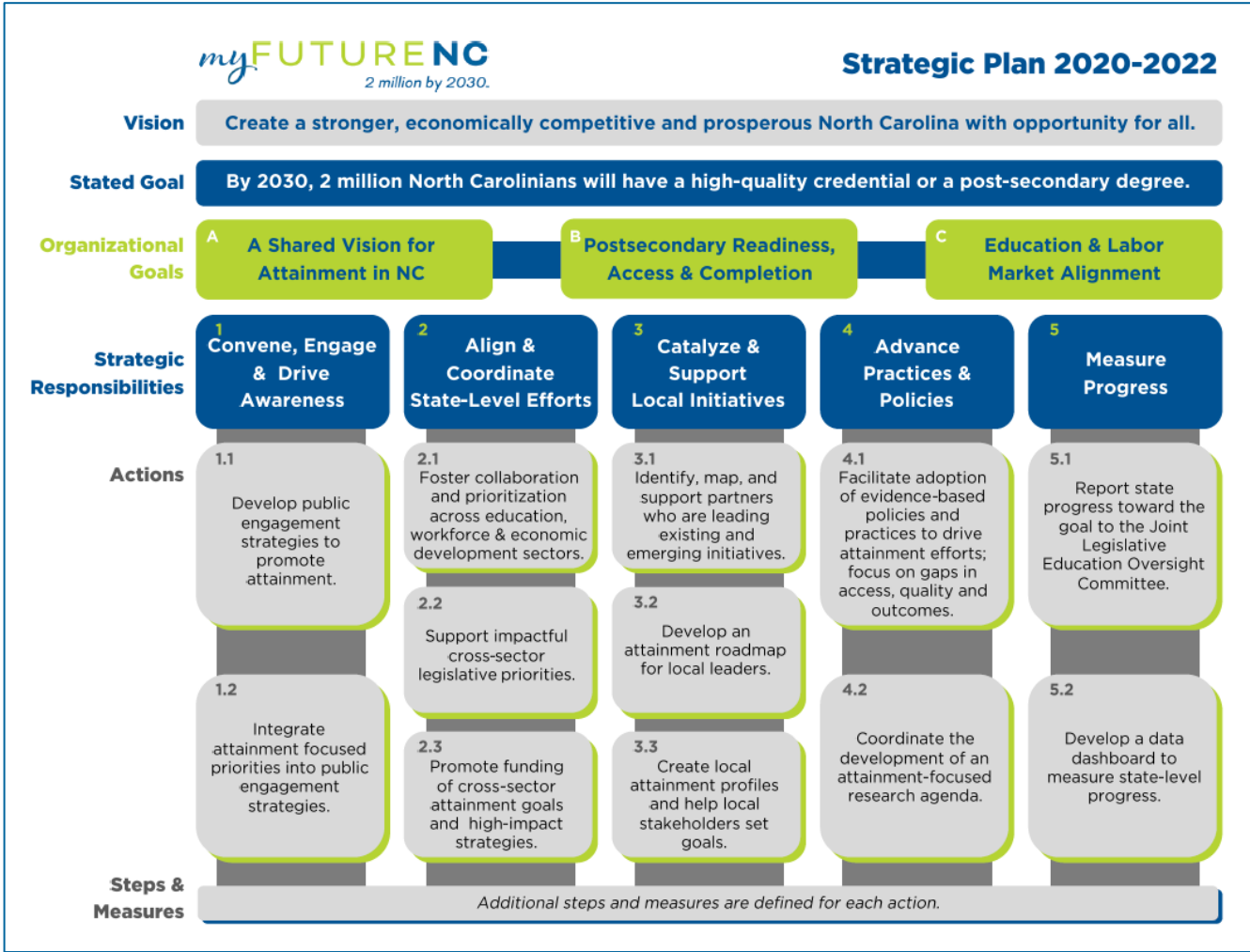
Recognizing that myFutureNC is one entity within a much larger education and workforce ecosystem in North Carolina, the organization's work to achieve these goals will focus in areas on which it is uniquely positioned to take action. This work will center around five core [strategic responsibilities](#):

1. **Convene, Engage and Drive Awareness** with Public and Key Partners to Inspire a Deep Commitment to Improving Attainment
2. **Align and Coordinate** State-Level Attainment and Talent Development Efforts with the Labor Market Needs
3. **Catalyze and Support** New and Ongoing Local and Regional Attainment-Focused Initiatives
4. **Advance** the Development, Implementation, and Scaling of Evidence-Based, Attainment-Focused Practices and Policies
5. **Measure Progress** toward State Attainment Goals.

The myFutureNC Strategic Plan, organized around these five strategic responsibilities, provides details on actions, specific steps, measures, and potential partners. The timeline and funding projections are provided in summary at the end of this document.

The strategic responsibilities and corresponding actions laid out in this plan are intended to be implemented over a three-year period at which point myFutureNC will undergo another strategic planning process. The timeline for implementation covers years 2020-2022. Explicit connections between actions, strategic responsibilities, and organizational goals are illustrated in the myFutureNC Theory of Action (see Figure 1 and Appendix A).

Figure 1. myFutureNC Strategic Plan Visual



Strategic Responsibility 1. Convene, Engage and Drive Awareness with Public and Key Partners to Inspire a Deep Commitment to Improving Attainment especially for underserved and underrepresented populations.

As the bastion of North Carolina’s attainment efforts, myFutureNC is responsible for maintaining a loud and consistent drumbeat for the state’s urgent need to increase attainment. As such, the organization will spend significant time and capacity deployed to keep the public and partners engaged and build their continued ownership of the attainment agenda. Critical to this will be expanding the public’s awareness about the limits to workforce opportunities for people without degrees and certifications and the value of all postsecondary degrees and valuable credential pathways, including Career and Technical Education programs.

In addition, myFutureNC will publicly communicate to key partners what it will take to meet its stated goal of “2 Million by 2030.” Already, the education sectors in North Carolina are coalescing around a few key strategies to increase attainment that can be implemented in the short-term. myFutureNC will lead efforts to advocate for the integration of these strategies among cross-sector allies and partners, while also incorporating them into the organization’s own strategic actions. These strategies are expected to evolve over time, as new, best practices emerge from the field and from research.

Action 1.1. Develop and implement comprehensive public engagement campaign strategies to promote the importance of education after high school and the strategies adopted by the state to make progress toward the attainment goal.

Specific Steps
• Develop an annual short (3- to 5-item) list of key myFutureNC messaging points about the state’s attainment goal and the benefits of achieving the goal. Targeted messaging to, and with an emphasis around, underserved, and underrepresented populations.
• Identify and get feedback from all target audiences (groups, sectors, individuals, etc.) to determine strategy and prioritization for starting outreach to each audience.
• Identify, train, and empower sector, regional, and local-level leaders who can be delegated to speak on behalf of myFutureNC about the state’s attainment goal.
• Develop an myFutureNC calendar for coordinating and strategizing messaging and plan for annual public messaging at key symbolic points along that calendar (e.g., beginning of school, graduation, key annual conferences, holidays, etc.).
• Gather and publish data on public perception of educational attainment and the state’s attainment goal.
• Build and nurture relationships with staff from major public media outlets.
• Hold annual public engagement events that focus on increasing awareness of the state’s attainment goal; what it will take to achieve it; and to inspire a deep commitment to improving attainment.

Measures

- Changes in public perception as measured by poll of North Carolinians (i.e., Elon, REACH NC, Gallup/Strada Education Consumer Insights)
- Number of statewide and locally targeted engagement campaign activities/events each year
- Number of engagement campaign activities/events/information in counties

Example Partner Organizations

- Communications staff from each sector and key partners, including but not limited to, BEST NC, EdNC, Higher Education Works, Hunt Institute, John Locke Foundation, NC Chamber, Rural Center, Public School Forum, UNC-TV, public media outlets

Action 1.2. Integrate attainment-focused within-sector priorities into myFutureNC comprehensive public engagement strategies.

Specific Steps

- Review sectors' strategic plans (i.e., Early Childhood Action Plan, NC Chamber 2030 Strategic Plan, NCCC Strategic Plan, NCICU priorities, NCSBE Strategic Plan, NC Works Commission Strategic Plan, UNC System Strategic Plan, etc.) and identify attainment-focused priorities and initiatives to elevate in myFutureNC-coordinated major communications messaging points.
- Secure appointment to a formal position on, or a regular opportunity to address, existing relevant boards/advisory groups for each sector (i.e., Department of Commerce NCWorks Commission, Economic Development Partnership of NC, NC Chamber, NCCC Board, NC County Commissioners, NCICU Board, State Board of Education, UNC System Board) to facilitate continued focus on the state's attainment goal.
- As a board member or regular presenter, partner with education and workforce sectors to identify the actions, timelines, resources, and responsible parties necessary to facilitate continued focus on the state's attainment goal.

Measures

- Number of within-sector, attainment-focused priorities included by the sector in major communications messaging points
- Number of existing relevant advisory groups to which myFutureNC staff present or are appointed
- Number of partners integrating attainment strategies into their own strategic priorities

Example Partner Organizations

Cross-sector partners (see Appendix B)

Strategic Responsibility 2. Foster Alignment and Coordination of State-Level Attainment and Talent Development Efforts

In order to accelerate the good work underway across the state, myFutureNC must create the space for the education and workforce sector leaders (K-12, community colleges, UNC colleges, private colleges and workforce entities) to collaborate on high-impact strategies, especially those that affect students at key transition points in the education continuum. Equally as important, myFutureNC must align these efforts with the demands of the state’s employer community. This will help to ensure all North Carolinians are adequately equipped with the skills necessary to fill high demand, high growth jobs that pay living wages, and to meaningfully contribute to society.

Outside of the education and business communities, myFutureNC will also be responsible for educating and supporting key philanthropic and legislative decision-makers, in efforts to ultimately align key resources and initiatives. Through encouraging public-private investments, collaborative philanthropic endeavors, and other tactics, myFutureNC can further buoy the efforts already underway to implement strategies that move the needle on attainment.

Action 2.1. Foster collaboration and prioritization across education, workforce, and economic development sectors to facilitate alignment in support of myFutureNC attainment and talent development priorities.

Specific Steps
<ul style="list-style-type: none">• Identify, organize, and drive high impact, cross-sector strategies such as defining workforce-recognized credentials, disconnected youth, career counselors, FAFSA participation, etc.
<ul style="list-style-type: none">• Leverage existing education, workforce, and economic development initiatives, projects, and meetings at the state-level to convene key partners across sectors (see Appendix C) and create an accurate and up to date myFutureNC Calendar of Events.
<ul style="list-style-type: none">• Convene and engage, as needed, cross-sector decision-makers to connect sector-specific actions and plans to current and projected regional and state talent needs (see Appendix B).
<ul style="list-style-type: none">• Catalog existing state Task Force/Committee/Sector work aligned with myFutureNC goals and identify gaps in state-level advisory structures for cross-sector work (i.e., Adult Learner and Student Advisory Group, Career Counselor Working Group, Industry Advisory Group, Seamless Transitions/Pathway Advisory Group, etc.) and promote creation of new advisory groups as needed.
Measures
<ul style="list-style-type: none">• Number of key state-level partner-organizations to endorse the state attainment goal• Changes in key metrics for high impact strategies led by myFutureNC• Number of cross-sector decision-makers engaged in myFutureNC program initiatives
Example Partner Organizations
Associations, Nonprofits, State-Level Sectors (see Appendices)

Action 2.2. Identify, support, and educate decision-makers about the most impactful *cross-sector* legislative priorities.

Specific Steps
<ul style="list-style-type: none">• Annually develop a list of myFutureNC’s Top 1-3 Cross-Sector Legislative, Regulatory, and/or Policy Priorities.• Conduct a policy scan audit of state-level statutes, policies, and regulations to identify barriers to implementation of innovations and best practices of attainment of postsecondary degrees and high-quality credentials at scale in NC and update annually; as well as opportunities for alignment across systems which may not require legislative action (e.g. state board/executive action; agency policies/guidance; alignment of shared priorities using consistent metrics and measures).
<ul style="list-style-type: none">• Develop a timeline based on legislative calendar.
<ul style="list-style-type: none">• Review policy scan findings, current and projected data to identify a list of potential cross-sector legislative priorities.
<ul style="list-style-type: none">• Balance priorities across impact categories (e.g., low-income students, early learners, adult re-entry students, rural areas, Northeast NC, etc.) and type of request (e.g., statutory, budgetary, etc.).
<ul style="list-style-type: none">• Vet potential priorities with the sector leaders and myFutureNC Board of Directors for discussion and approval.
<ul style="list-style-type: none">• Directly engage with NCGA Senate and House education and commerce-focused committees and individual members about these priorities.
Measures
<ul style="list-style-type: none">• Number of NCGA Senate and House legislators on education and commerce-focused committees and other key legislators who have been informed and educated by the myFutureNC team on cross-sector priorities• Number of cross-sector priorities introduced as bills or included in the budget
Example Partner Organizations
<ul style="list-style-type: none">• State-Level Sectors

Action 2.3. Promote funding relationships supportive of *cross-sector* myFutureNC attainment goals and high-impact strategies with private philanthropy and business partners to develop proof-points for new approaches to attainment in NC.

Specific Steps

- Meet with key national and NC funders and grant makers/private philanthropy/business to prioritize and coordinate attainment-supporting actions.
- Explore interest in convening a regular meeting with executive directors and program officers of NC-focused private funders and key partners (i.e. Tennessee Learning Circle) to focus on attainment.
- Develop master list of strategically attainment-aligned state and national private funders, along with their convenings, priorities, and proposal deadlines.
- Connect state and national private funders with state-level, cross-sector attainment-focused initiatives.
- Collaborate on grant proposals with key partners to support state-wide, cross-sector attainment-focused projects.

Measures

- Number of grant proposals submitted or funders connected with aligned initiatives
- Number and amount of contributions and awards

Example Partner Organizations

National Foundations, Members of NC Network of Grantmakers, NC-focused Businesses

Strategic Responsibility 3. Catalyze and Support New and Ongoing Local and Regional Attainment-Focused Initiatives

North Carolina's regions and counties are the true frontlines of the state's attainment efforts. In many communities across the state, good work is already underway to increase attainment, but it is often in isolation and without the data necessary for locals to determine where best to prioritize their resources. Therefore, in addition to accelerating efforts already underway, myFutureNC will be responsible for catalyzing new action focusing attention on local counties and regions. Through a suite of tools and resources that will be made readily available to all stakeholders, myFutureNC hopes to support communities as they define their own future and collaboratively envision a path for attaining that future. By developing action- oriented tools for local stakeholders, myFutureNC can strengthen existing local efforts, inspire new ones, and pave the way for realizing our vision for the future of our state.

Action 3.1. Identify, map, and support potential partners who are leading existing and emerging local initiatives relevant to the myFutureNC goal.

Specific Steps
<ul style="list-style-type: none">• Leverage sector, regional, and local-level leaders to connect with and support local attainment-focused initiatives and partners.• Develop criteria for tagging a regional or local initiative as a myFutureNC initiative and then develop and maintain a publicly accessible asset map or database of all local myFutureNC-related initiatives in existence or emerging across the state.• Hold local engagement events to solicit public thoughts and feedback, build a coalition, and list-build.• Write case studies using myFutureNC criteria and results from independent research and evaluations, identify and to share publicly stories of successful NC-based attainment and attainment-related efforts to share best practices and lessons learned to connect similar initiatives across the state, connect funders to local initiatives, and connect with legislators to success stories in their local communities.• Establish and convene representatives from local exemplar initiatives and others as deemed appropriate (i.e., myFutureNC Commissioners, SMEs) from across the state.
Measures
<ul style="list-style-type: none">• Number of local attainment initiatives and organizations (i.e., community colleges, local school boards) who have endorsed the state's attainment goal• At least one exemplar initiative identified in each prosperity zone• Initiatives categorized and mapped in all 8 prosperity zones
Example Partner Organizations
Belk Center, BEST NC, Carolina Demography, EdNC, Friday Institute, Hunt Institute, ncIMPACT, public media outlets, etc.

Action 3.2. Develop a *myFutureNC Attainment Roadmap* for local leaders to customize as they construct their own attainment strategies, and/or plans.

Specific Steps
<ul style="list-style-type: none"> • Gauge local interest in a <i>myFutureNC Attainment Roadmap</i> and help define framework, format, etc. • Generate a <i>myFutureNC</i> FAQ/Resources to make available lists of existing resources (people, guides, etc.) that address the most common or pressing challenges (i.e., increasing FAFSA completion rates). • Consult national and in-state experts (<i>myFutureNC</i> sister organizations in other states; established local and regional <i>myFutureNC</i>-aligned initiatives) to identify best practices and lessons learned and to vet initial <i>myFutureNC Attainment Roadmap</i> framework. • Field-test roadmaps with existing and emerging NC initiatives. • Publish and publicize roadmaps.
Measures
<ul style="list-style-type: none"> • Number of local groups accessing and leveraging <i>myFutureNC Attainment Roadmap</i>
Example Partner Organizations
Belk Center, BEST NC, Carolina Demography, EdNC, Friday Institute, Hunt Institute, ncIMPACT, public media outlets, etc.

Action 3.3. Create local attainment profiles and work with local stakeholders to set and monitor their goals.

Specific Steps
<ul style="list-style-type: none"> • Define and member-check with representatives from each county proposed region- or county-level target attainment goals. • Support development of stakeholder-developed local and/or regional goals that directly support achievement of attainment targets. • Annually refine identified local targets and data provided based on feedback from local stakeholders. • Work with local stakeholders to develop value-added/enriched data products to support local attainment efforts. • Monitor and report out on progress towards local/regional attainment and attainment-supporting milestones.
Measures
<ul style="list-style-type: none"> • 100 local attainment profiles created and shared with key local stakeholders • Number of downloads of local attainment profiles
Example Partner Organizations
Carolina Demography, Local-level Leaders

Strategic Responsibility 4. Advance the Development, Implementation, and Scaling of Evidence-Based, Attainment-Focused Practices and Policies

myFutureNC is committed to working diligently to ensure all efforts to increase postsecondary attainment in North Carolina are rigorous and evidence-based. While numerous stakeholders are involved in data improvement efforts across the state, few have a focus on the development and evaluation of strategies to increase postsecondary attainment specifically. Recognizing this gap, myFutureNC will identify and engage in partnerships that demonstrably contribute to the field’s understanding and pursuit of evidence-based practices for successfully implementing equitable attainment initiatives. The organization will help facilitate research of new strategies and adoption of tried-and-true strategies related to postsecondary attainment, with a specific emphasis on underserved and underrepresented populations.

Action 4.1. Identify and facilitate adoption of evidence-based policies and practices that drive improvements in educational attainment for all, at the state and local levels. Focus on steps to understand and close gaps in opportunity/access, quality, and/or outcomes across student subgroups.

Specific Steps
<ul style="list-style-type: none">• Annually identify and operationalize local attainment interventions and strategies of interest and state policy priorities (big ideas).
<ul style="list-style-type: none">• Working with partner organizations, conduct literature review and policy scan on identified practice and policy priorities.
<ul style="list-style-type: none">• Create and maintain a repository of evidence-based practices and strategies that includes results, implementation requirements, and context.
<ul style="list-style-type: none">• Share broadly with NC education stakeholders.
Measures
<ul style="list-style-type: none">• Number of times repository of evidence-based practices is accessed• Identification and promotion of evidence-based strategies that result in increased education attainment specific to underserved and underrepresented populations
Example Partner Organizations
Federal/National “Attainment-focused” Research and Policy Organizations (e.g., AIR, American Completes, Aspen Institute, ATD, Brookings Institute, CCA, Community College Research Center, Education Commission of the States, ESG, Georgetown Center on Education and the Workforce, Lumina/HCM Strategists, National Governors Association, National Skills Coalition, Pew Research Center, RAND Corporation, Regional Labs/Comp Centers, SOVA Solutions, Strada, USED/IES); national associations (e.g. AACC, AASCU, ACCT, APLU, NASH, SHEEO); myFutureNC sister-organizations in other states (e.g. TN SCORE); and, in-state research organizations (e.g., Belk Center, BEST NC, Carolina Demography, Duke Center for Child & Family Policy, EPIC, FPG Child Development Institute, Friday Institute, Hunt Institute, NC Ed Futures, RTI, Rural Education Institute, SERVE Center, Urban Institute, etc.)

Action 4.2. Coordinate the development of a rigorous, attainment-focused research agenda to inform practice and policy by engaging in-state and national partners. Ensure that research findings are collected and disseminated effectively.

Specific Steps
<ul style="list-style-type: none">• Facilitate formation of formal research network across public and non-public institutions and organizations focused on attainment.• Identify and build a cross-sector, attainment-focused research agenda and works with partners to gather evidence and make recommendations to inform local and state practices and policies.• Identify barriers and make recommendations for improving the state’s capacity to collect and share information safely to make informed policy decisions.• Connect implementers of emerging myFutureNC-related initiatives with researchers/evaluators to encourage assessment of the efficacy of promising pilot attainment initiatives.• Share broadly with NC education stakeholders.
Measures
<ul style="list-style-type: none">• Number of partners participating in the research network• Number of researchers/evaluators connected to emerging myFutureNC-related initiatives/practitioners
Example Partner Organizations
In-state attainment-and cross-sector focused researchers and research centers/organizations including Belk Center, BEST NC, Carolina Demography, Duke Center for Child & Family Policy, EPIC, FPG Child Development Institute, Friday Institute, Hunt Institute, NC Ed Futures, RTI, Rural Education Institute, SERVE Center, Urban Institute, etc.

Strategic Responsibility 5. Measure Progress toward State Attainment Goals

To thoughtfully guide North Carolina’s strategy for postsecondary attainment in a way that corresponds to current and projected economic opportunities, the state must have a better understanding of the entire education to workforce continuum, from early childhood through career, to help us identify where our current education efforts are working well, as well as where we need to focus the most energy and attention. myFutureNC will be responsible for measuring these interim metrics to understand gaps and opportunities and to keep North Carolina and its stakeholders accountable for reaching the goal. Progress on these metrics will be reported on annually and published publicly through a data dashboard.

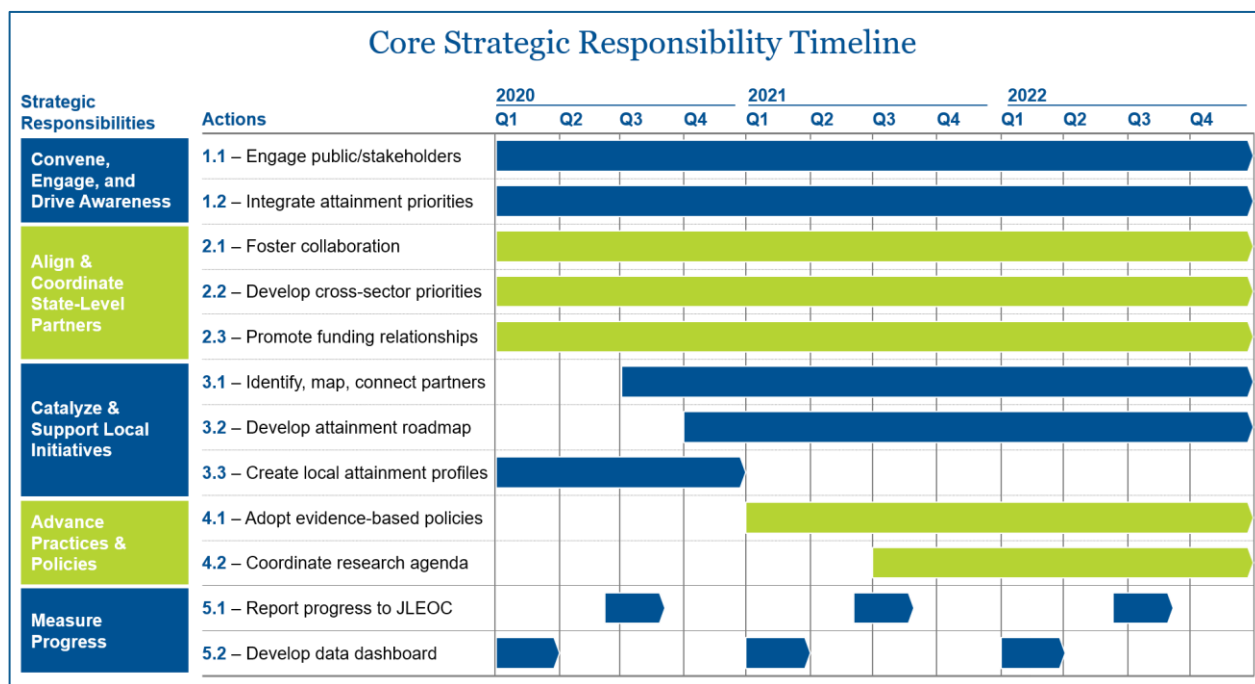
Action 5.1. Report on state progress toward the goal to the Joint Legislative Education Oversight Committee (JLEOC) annually.

Specific Steps
<ul style="list-style-type: none">• Partner with established in-state education research-focused organizations to manage the annual data acquisition, cleaning, linking, analysis, and reporting activities. Important data sharing agreements and memorandums of understanding should be established between myFutureNC and its research/data partners and state agencies.
<ul style="list-style-type: none">• Promote a more systemic and cohesive approach to collecting and safely sharing data across sectors.
<ul style="list-style-type: none">• Explore the opportunity to request a recurring investment for an annual data match from the National Student Clearinghouse.
<ul style="list-style-type: none">• Annually complete a publicly accessible and easy-to-read overview of the state’s progress toward reaching the 2030 attainment goal that includes: summary of activities to date completed by myFutureNC and its partners; progress toward the goal and status of state-level targets on other individual attainment metrics; description of high-leverage practices and promising work underway across the state; policy recommendations; and state investment request.
<ul style="list-style-type: none">• Train and support local leaders to present the contents of the report at local and regional gatherings.
Measures
<ul style="list-style-type: none">• Number of presentations myFutureNC provides on progress towards the state attainment goal to different state and local groups
Example Partner Organizations
Carolina Demography, State and Local-level Leaders

Action 5.2. Develop, publish, and update a data dashboard that allows users to measure state-level progress.

Specific Steps
<ul style="list-style-type: none">• Develop a work plan to define and facilitate attainment data acquisition and include an annual budget for updating and maintaining the dashboard over the next ten years.
<ul style="list-style-type: none">• Annually review and refine state targets and monitor progress towards those milestones.
<ul style="list-style-type: none">• Disaggregate state-level data by race/ethnicity/socio-economic status and develop individual targets for these important subgroups in partnership with sector leaders.
<ul style="list-style-type: none">• Work with data partners to develop value-added/enriched data products to support NC agencies.
Measures
<ul style="list-style-type: none">• Data dashboard expanded/revised, pending user and sector feedback• Number of unique views of dashboard
Example Partner Organizations
<ul style="list-style-type: none">• Carolina Demography, State-Level Sectors

Timeline



Operations and Organizational Capacity

To achieve long-term programmatic goals, myFutureNC will also focus on organizational capacity and sustainability. Critical components include continued development of a strategic governing board, implementation of a fundraising and development plan, and additional investments in staff to expand outreach efforts to the regional level. An aspirational strategic plan budget is also presented below.

Budget

The following strategic plan budget estimates 88% of all expenditures will be made in support of myFutureNC's five strategic responsibilities, while 7% of expenditures are allocated to fundraising efforts and 5% towards management and general expenses. A summary of the annual strategic plan budget required to implement all strategic actions and steps appears below.

Category	Description	Annual Budget								
Staffing	<p>Budget includes salaries, benefits and payroll taxes or contracts for the following positions:</p> <table><tr><td>President & CEO</td><td>Marketing & Communications</td></tr><tr><td>Special Assistant</td><td>Strategy, Policy & Research (2)</td></tr><tr><td>Finance & Operations</td><td>Advocacy</td></tr><tr><td>Development</td><td>Regional Director & Leads (9)</td></tr></table>	President & CEO	Marketing & Communications	Special Assistant	Strategy, Policy & Research (2)	Finance & Operations	Advocacy	Development	Regional Director & Leads (9)	\$2.7M
President & CEO	Marketing & Communications									
Special Assistant	Strategy, Policy & Research (2)									
Finance & Operations	Advocacy									
Development	Regional Director & Leads (9)									
Program Expenses	<p>Includes direct program expenses for:</p> <table><tr><td>Data & Information</td><td>Next Gen Partnership Model</td></tr><tr><td>Polling Surveys</td><td>Technical Assistance</td></tr><tr><td>FAFSA Campaign</td><td>National Student Clearing House</td></tr></table>	Data & Information	Next Gen Partnership Model	Polling Surveys	Technical Assistance	FAFSA Campaign	National Student Clearing House	\$1.2M		
Data & Information	Next Gen Partnership Model									
Polling Surveys	Technical Assistance									
FAFSA Campaign	National Student Clearing House									
Allocated Expenses	<p>Includes allocated expenses for occupancy expense, contracts & consulting, marketing, conferences & meetings, and other operating expenses</p>	\$0.7M								
Total Budget	<p>Estimated budget to complete all Strategic Plan actions; An estimated 88% of all expenses will be spent supporting the 5 strategic responsibilities of the Strategic Plan.</p>	\$4.6M								

Fundraising

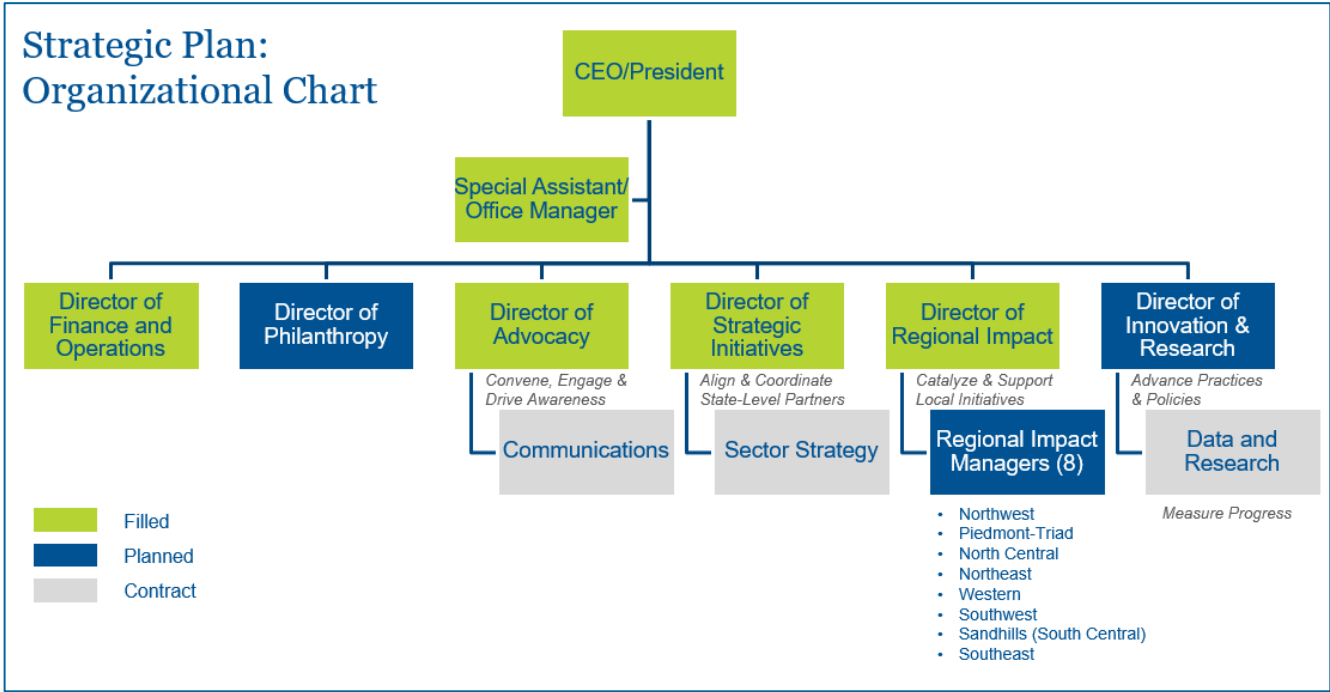
myFutureNC will implement a fundraising and development plan that aligns with its strategic plan. As part of this strategy it will be important to strategically pursue and develop relationships with funders whose goals and priorities align with the strategic plan. myFutureNC will develop a case statement that reflects its strategic plan priorities, funding requirements and establishes donor support levels.

myFutureNC's initial funding was provided by three prominent and well-resourced private foundations. This funding serves as an initial source of strength and stability to myFutureNC, but diversification of funding sources will be vital to the organization over the next five years. myFutureNC will need to expand upon its initial funder base in order to add strategic partners, reduce risk, to ensure long-term financial sustainability and to secure adequate funding to fulfill the strategic responsibilities and actions as outlined in the myFutureNC Strategic Plan. Additionally, the organization must derive at least one-third of its support from the public to maintain its 501(c)(3) exemption status. To build a diversified approach to funding, myFutureNC may consider the following additional sources of funding:

- Public sources - the following funding sources count towards public support in any amount
 - › Government: While myFutureNC does not want to be heavily reliant on government funding, government agencies and officials will be key strategic partners to the organization.
 - › 501(c)(3) Organizations: Other 501(c)(3) nonprofit organizations, such as GoldenLeaf, could be significant sources of funding for myFutureNC.
- Private sources - donor amounts of up to 2% of total support count towards public support
 - › Private foundations: While the organization is currently funded by private foundations, adding additional funders to its mix would help to reduce risk and dependency on any one funder.
 - › Corporations: As myFutureNC strategic plan calls for aligning government, education, and business, bringing in corporate funders or event sponsors could provide an additional source of funding.
 - › Board of Directors: A large engaged board could open doors, act as ambassadors, and make financial contributions themselves.
 - › Individuals: While individuals are not likely to be a substantial source of funding for myFutureNC, individuals remain an attractive source of funding, as most contributions would meet the under 2% threshold for public support. myFutureNC has enlisted as charity with the State Employees Combined Campaign and Benevity, two examples of ways in which it could attract individual contributions.

Staffing

myFutureNC’s dedicated staff is key to its success today and will continue to grow in importance in the years ahead. To accomplish all strategic actions and steps, the current staff of three people is planned increase to 16. Current and planned positions will be supportive of operational needs and programs that align with the strategic plan. A proposed organizational chart appears below.



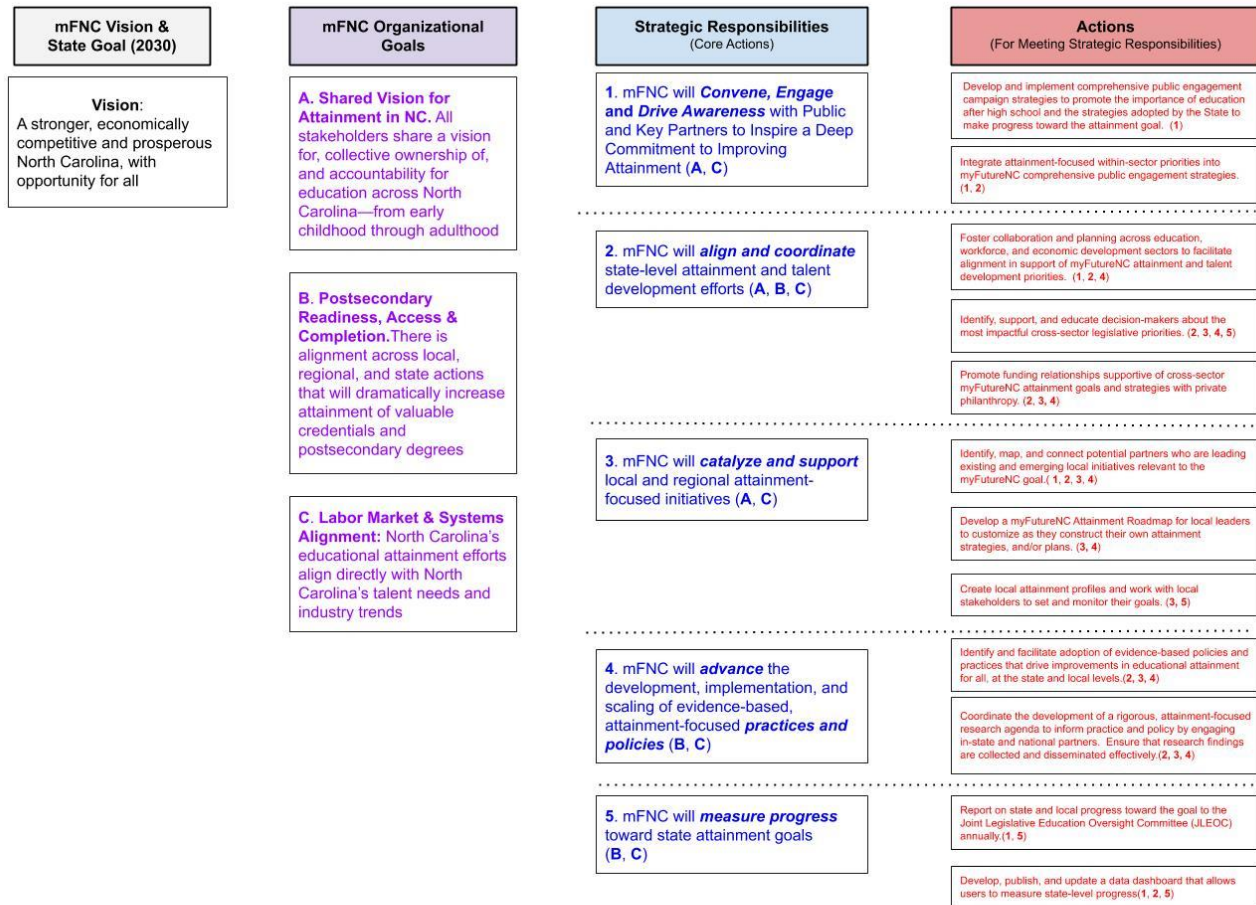
Diversity & Inclusion Mission Statement

At myFutureNC we are driven by our mission to improve the quality of educational opportunities for all North Carolinians. Just as every student in North Carolina is unique, we recognize that every myFutureNC team member is as well. We strive to intentionally create a team that reflects the rich diversity of students in North Carolina and are committed to creating a space where all team members can share diverse viewpoints to meaningfully contribute to our work.

Governance

- The bylaws of myFutureNC outline how the organization will be governed.
- Board of Directors - The composition of myFutureNC's board reflects its strategic responsibility to align and coordinate. The board brings together leaders in government, education, business, and philanthropy, further enhancing its ability to foster collaboration and planning across education, workforce, and economic development efforts to facilitate alignment in support of attainment and talent development priorities.
- In addition to board oversight and adherence to financial policies and procedures, myFutureNC will undergo annual financial statement audits to maintain the financial integrity of the organization.

Appendix A: myFutureNC Theory of Action



Appendix B: Example Cross-Sector Partners

Sector	State-Level Organization	
PreK	<ul style="list-style-type: none"> NC DHHS Division of Child Development and Early Education NC Partnership for Children/Smart Start 	
K12	<ul style="list-style-type: none"> NC Association of Student Councils NC Department of Public Instruction (NCDPI) NC Principals and Assistant Principals' Association (NCPAPA) NC Regional Teachers of the Year North Carolina School Counselor Association (NCSCA) NC School Superintendents Association (NCSSA) NC State Board of Education (NCSBE) 	
Postsecondary	<ul style="list-style-type: none"> NC Association of Community College Presidents (NCACCP) NC Association of Student Financial Aid Administrators (NCASFAA) NC Career Development Association (NCCDA) NC Community College System (NCCCS) NC Comprehensive Community College Student Government Association (N4CSGA) NC Independent Colleges and Universities Board (NCICU Board) NC State Board of Community Colleges (NCCC) NC State Education Assistance Authority (NCSEAA) NC Teaching Fellows Program UNC Association of Student Governments UNC Board of Governors (UNC BOG) UNC System Office 	
Workforce	<ul style="list-style-type: none"> Economic Development Partnership of North Carolina (EDPNC) Industry-Specific Associations (e.g., NC Bio Tech) NC Association of Workforce Development Boards (NCAWDB) NCWorks Commission NC Chamber 	
Special Interest Groups	<ul style="list-style-type: none"> NC Department of Health and Human Services NC Department of Justice NC Department of Military and Veterans Affairs NC Department of Public Safety 	
Elected Officials	<ul style="list-style-type: none"> Governor's Office NC Association of County Commissioner (NCACC) NC Association of Regional Councils of Government (NCCOG) NC General Assembly NC School Boards Association (NCSBA) 	
Nonprofit	<ul style="list-style-type: none"> BEST NC Communities in Schools North Carolina College Advising Corps EdNC The Hunt Institute Institute for Emerging Issues 	<ul style="list-style-type: none"> John Locke Foundation NC Business Committee for Education NC Justice Center NC Network of Grantmakers Public School Forum Teach for America

Appendix C: Potential Meetings and Events

Sector	Potential Existing Meetings/Events
PreK	<ul style="list-style-type: none"> • B3 Interagency Council's Meeting (quarterly - March, July, September, December) • NC Smart Start Conference (annual - May)
K12	<ul style="list-style-type: none"> • NC Association of School Administrators Leadership Conference (bi-annual fall and summer) • NCDPI's Connecting Communities of Education Stakeholders Conference (annual - March/April) • NC State Board of Education Meeting (monthly) • NC State Superintendents' Meeting (quarterly - September, December, March, May)
Postsecondary	<ul style="list-style-type: none"> • Belk Center Dallas Herring Lecture (Nov/Dec), Presidents' Academy (March) and a Trustees' Institute (summer) • NC Association of Community College Presidents Meeting (monthly) • NC Association of Community College Trustees Leadership Seminar (annual - August) • NC Community College System Conference (annual - October) • NCICU Presidents Meeting (annual - March) • State Board of NC Community Colleges Meeting (monthly) • UNC Board of Governors Meeting (April, May, July, September, October, November, December)
Workforce	<ul style="list-style-type: none"> • NC Association of Workforce Development Boards Conference (annual - October) • NC Chamber Education Conference (annual - August) • NC Economic Development Association's Conference (annual - June) • NC Works Commission Meeting (quarterly - February, May, August, November)
Elected Officials	<ul style="list-style-type: none"> • NC Association of County Commissioners Conference (annual - August) • NC General Assembly Committee Meetings • NC Regional Councils of Government Conference (annual) • NC School Boards Association Conference (annual - November)
Nonprofit	<ul style="list-style-type: none"> • BEST NC Excellence Education Innovation Lab (annual - September) • EdNC Bridge Gathering (annual - April) • Hunt Institute Holshouser Legislators Retreat (annual - March) • ReConnect NC Institute for Emerging Issues (annual - February) • Leadership NC Forum (annual - January) • NC Network of Grantmakers Meeting and Conference (annual - March) • NC Rural Center Rural Assembly (annual - November)